



LOCAL FOODS, LOCAL PLACES

Technical Assistance Program



Local Foods, Local Places
Community Action Plan
for Jamestown, New
York

September 2017



For more information about Local Foods, Local Places visit:

<https://www.epa.gov/smartgrowth/local-foods-local-places>

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Community Story

Jamestown, New York, is a city of 30,000 people in the southwest of Chautauqua County. The city emerged in the 1800s as a lumber town due to its strategic location along the Chadakoin River and rich natural resources. With the construction of the railroad in 1860, Jamestown became a hub of regional activity dominated by brick and furniture manufacturing. So successful was the furniture industry that it remained the largest employer in the city until after the Second World War.¹ Much like other rustbelt cities, the decline of major industry has been accompanied by declining wealth and population since the 1960s. Today, Jamestown is supported predominantly by the service industry as well as a collection of private foundations run by historic Jamestown families. Chautauqua County is also the largest agricultural producer in the state of New York.



Figure 1 – Downtown Jamestown. Image Credit: Renaissance Planning

Downtown Jamestown is characterized by its historic architecture. In 2014, downtown Jamestown was listed as a historic district in the National Register of Historic Places.

However, declining population over several decades has resulted in high vacancy rates across the city and empty storefronts throughout downtown. The city of Jamestown and the Jamestown Renaissance Corporation have gone to great lengths to revitalize downtown. ‘Jamestown up Close’² is a successful community branding effort that has implemented creative placemaking and economic development strategies in Jamestown. Public art installations, pocket parks, façade rehabilitation, and wayfinding signs can be found throughout downtown, in addition to several local businesses and restaurants. Jamestown is also the birth place of comedian Lucille Ball—a fact that is a major source of pride and branding for the city. The city has hosted the Lucille Ball National Comedy Festival for many years and in 2015 broke ground on a \$45 million National Comedy Center downtown.³

Despite major optimism around downtown revitalization, the National Comedy Center, and increasing real estate and economic investment, not all residents of Jamestown feel included in these recent changes. Neighborhoods to the south and east of downtown still face severe socio-economic challenges. The neighborhood commonly known as Willard Hill (formerly Swede Hill due to the high concentration of residents of Swedish descent) has a high poverty rate, with a significant number of residents qualifying for SNAP benefits. Characterized by the USDA as a food desert, many residents are living below the poverty line with no access to a vehicle and no grocery store or supermarket within walking distance. Willard Hill is also home to a significant portion of Jamestown’s minority population. Tower Park is a major community asset located in the neighborhood and is the focus of the Local Foods, Local Places technical assistance program.

Willard Hill is not the only neighborhood that faces socio-economic challenges. Jamestown overall suffers from poverty and poor health trends. The poverty rate (29 percent) is substantially higher than

¹ Spengler, Paul A. “The Furniture Industry-the Development from 1816 to 1945.” *Our Town Magazine Jamestown*, Vol.1 Issue #7, 2009. <http://www.prendergastlibrary.org/local-history/furniture-industry-1816-1945/>

² Jamestown Renaissance Corporation. “Jamestown up Close.” <http://www.jamestownupclose.com/>

³ National Comedy Center. <https://comedycenter.org>



Figure 2 – The current site of the Cherry Street Jamestown Public Market and proposed site for extending the market into an indoor-outdoor facility. Image Credit: Renaissance Planning

the state poverty rate of 13 percent. The poverty rate is even higher amongst children in the city—43 percent. Median household income in the city is \$30,950 compared to \$42,993 statewide.⁴ When it comes to health, the rate of obesity in Jamestown (29 percent) is slightly higher than that of New York State (25 percent). The rate of coronary heart disease in the city is also higher than in the state (354 people per 100,000 people compared to 229 per 100,000).⁵ For the full community data profile, see **Appendix A**

Several organizations and institutions in Jamestown are responding to the economic conditions and the poor health outcomes of many residents by increasing access to fresh, healthy food and making local food part of the community's economic and community development strategies. Some of the key partners include Jamestown Community College, the Jamestown Renaissance Corporation, and the Jamestown Public Market.

In 2016, the Jamestown Renaissance Corporation requested assistance through the Local Foods, Local Places program to develop an action plan for promoting local food systems and healthy, walkable, economically vibrant communities. The goals of the Local Foods, Local Places program are to create:

- More economic opportunities for local farmers and businesses.
- Better access to healthy, local food, especially among disadvantaged groups.
- Revitalized downtowns, main streets, and neighborhoods.

The Local Foods, Local Places program is supported by the U.S. Environmental Protection Agency, the U.S. Department of Agriculture (USDA), the U.S. Department of Transportation, the Centers for Disease Control and Prevention, the Department of Housing and Urban Development, the Appalachian Regional Commission, and the Delta Regional Authority. Jamestown was one of 24 communities across the United States selected to participate in the program in 2017.

A variety of community partners came together in Jamestown, New York, to form a Local Foods, Local Places steering committee in preparation for this technical assistance award. The committee intends to formalize their group through regular meetings, community events, and partnership on projects to implement the goals and actions outlined in this report. Prior to the LFLP process, these engaged stakeholders had already established a downtown farmers market, managed a network of community gardens, and applied for funding to expand the market into an indoor-outdoor space through the rehabilitation of a historic building downtown.

In their request for Local Foods, Local Places technical assistance, the Jamestown Renaissance Corporation identified as primary goals upgrading Tower Park, establishing a free-to-pick orchard or community garden at the park, and establishing a mobile market. Additionally, the organization wanted to plan for the long-term sustainability and maintenance of food production and services at the park,

⁴ US Census 2011 – 2015 American Community Survey 5-Year Estimates, Table DP05: ACS Demographic and Housing Estimates https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_15_5YR_DP05&prodType=table

⁵ Healthy Food Access Portal Mapping Tool, <http://www.healthyfoodaccess.org/get-started/research-your-community>

ensure safe pedestrian and wheelchair access in and around the park, and promote neighborhood pride and identity through active living and healthy foods.

The remainder of this report and appendices document the engagement process, the workshop activities, and most importantly, the action plan and next steps for achieving the community’s goals. Over the course of three planning calls and workshop discussions, the community’s goals evolved from those in the initial request for technical assistance to the three shown later in this report. They reflect the holistic, collaborative approach to community development already underway in Jamestown, New York.



Figure 3 – Outdated playground equipment at Tower Park in the Willard Hill neighborhood. Image Credit: Renaissance Planning

Engagement

The technical assistance engagement process for Local Foods, Local Places has three phases, illustrated in Figure 4 below. The assessment phase consists of three preparation conference calls with the steering committee to establish the workshop goals, agenda, logistics, and stakeholder invitation lists. The convening phase includes the effort’s capstone event—a two-day workshop in the community. The next steps phase includes three follow-up conference calls as well as process reporting and documentation.

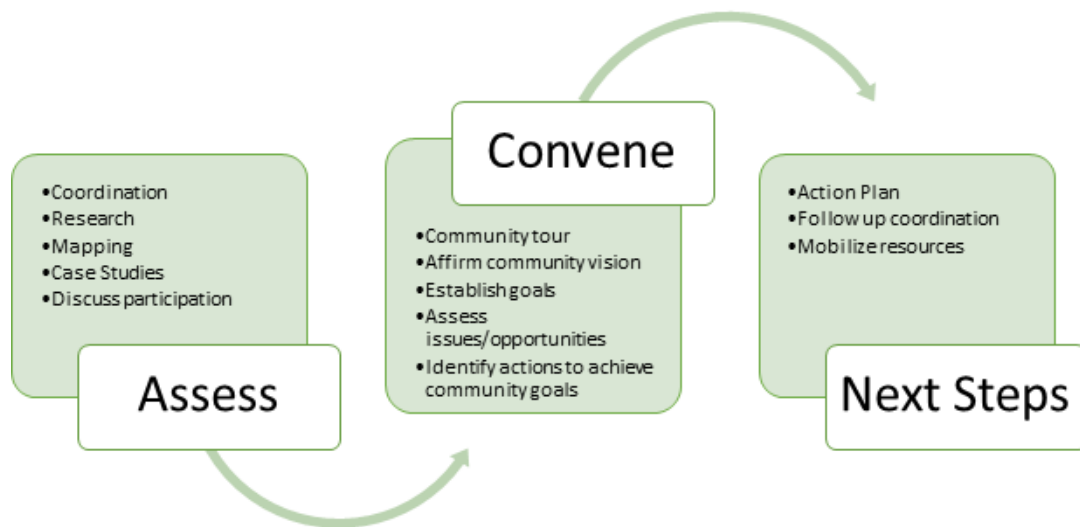


Figure 4 - Local Foods, Local Places technical assistance process diagram

The community workshop was held on May 31st and June 1st, 2017. It included a small lunch gathering with the steering committee members and federal partners, a tour of the community, and an evening community meeting at the Boys and Girls Club on day 1 and an action-planning session at Jamestown Community College on day 2. The workshop sign-in sheets are provided in **Appendix B**.

Community Tour

The Local Foods, Local Places steering committee organized a luncheon on May 31st with key stakeholders at the Labyrinth Press Company Café to introduce the project to the technical assistance team consisting of consultants and federal agency representatives. Following the luncheon, the steering committee led a tour of key places and projects in the Jamestown area including downtown, the Cherry Street location of the Jamestown Public Market, the potential site for future expansion of the market, the Willard Hill neighborhood, and Tower Park. The tour provided an overview of the city’s challenges and opportunities and allowed for informal discussions about the local food system and place-making efforts. Several the locations visited are shown in pictures here and in **Appendix C**.



Figure 5 – Alleyways in downtown Jamestown are transformed through creative placemaking techniques into urban art galleries.
Image Credit: Renaissance Planning

Vision and Values

The workshop was attended by about 20 Jamestown residents and federal agency representatives. During the community meeting on May 31st, the technical assistance team facilitated a series of exercises that captured the group’s aspirations for the future of Jamestown and their understanding of the current challenges and opportunities relating to the city’s food economy. First, every person in the room was asked to stand up and complete the sentences: “*I believe that my community...*” and “*I believe that local foods in Jamestown can...*”. This exercise captured how residents feel about their community and role that local foods can play in Jamestown’s future. Next, community members were asked to write a newspaper headline about something positive happening in Jamestown 10 years from now. This captured the community’s vision for the future. Finally, participants used index cards to outline the challenges in achieving their vision, and opportunities that can help Jamestown overcome those barriers. The participants’ ideas are summarized in Figure 6 and presented in **Appendix D**.

The visioning exercises revealed many of the group’s aspirations for the Willard Hill neighborhood: a thriving, revitalized hub of community and economic activity focused around food. They envisioned a neighborhood with a vibrant local park, popular community events such as harvest festivals, and overall improvements in health, well-being, connectivity, and community pride. It was against this positive, forward-thinking backdrop of values and visions for the future that the remainder of the workshop was built upon.

The first day concluded with a review of the workshop goals and discussion about the direction for action planning to follow the next day. These goals were further refined, evolving into the action plan implementation tables that are detailed at the end of this report. In addition to creating the action plan, the second day of the workshop included presentations of case studies by the consultant team covering mobile markets, community orchards, and civic spaces. The workshop attendees also developed ideas for a park site plan, including what amenities and activities they would like to see. The ideas discussed were collected into the conceptual plan visualized in Figure 7. A full description of the brainstorming process, including the original site sketches, is available in **Appendix D**.

CHALLENGES AND OPPORTUNITIES

Challenges:

- Lack of funding for park upgrades and other neighborhood infrastructure
- Inadequate community involvement that is representative of all segments of the community
- Inadequate city participation and onerous ordinances relating to urban agriculture
- Neighborhood poverty making it difficult to attract business investment
- Naysayers and negative perceptions
- Poor soil quality and other environmental concerns

Opportunities:

- Vibrant existing community and grassroots groups
- Park revitalization to spur economic growth and attract business
- Crowd funding to attract record levels of donations
- Existing partnerships between local organizations, foundations, and community members
- Huge market for food: everyone needs to eat
- Neighborhood residents willing to contribute time and labor
- Local, regional, and federal funding
- Bringing political power to the community

Figure 6 - Workshop participants' summarized thoughts on the challenges and opportunities present in the local food system and downtown revitalization efforts.

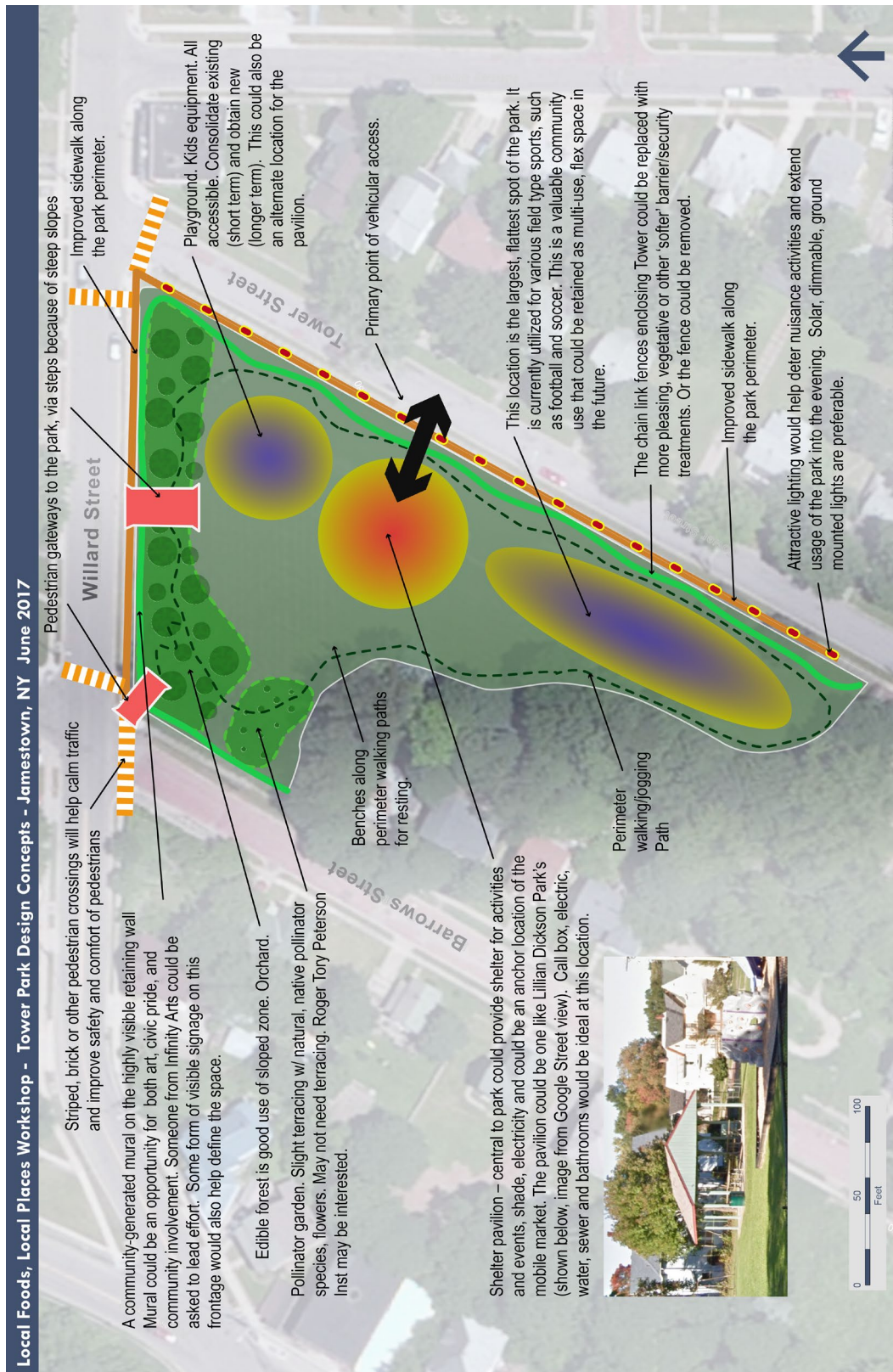


Figure 7 - Conceptual site plan for Tower Park

Action Plan

The culminating product of the workshop was a community action plan. The plan is organized around three community goals and includes actions the participants brainstormed at the workshop and during follow-up calls. The following action plan matrix helps to identify needed actions, prioritize next steps, and define roles and responsibilities for moving forward. A list of funding resources (**Appendix E**) and references (**Appendix F**) are provided to aid the community in implementing the action plan.

GOAL 1: Establish a nonprofit organization or group to ensure the long-term sustainability of local food programs and initiatives.

The City of Jamestown is home to a variety of community groups, foundations, and institutions that are dedicated to revitalizing the city. In addition, many community members are committed to expanding local food production and availability, including farmers market and community garden organizers and participants, local restaurant owners, and residents of food insecure neighborhoods, among others. The Local Foods, Local Places steering committee has brought together stakeholders from both constituencies to jointly work towards food-driven community and economic development. Continuation of the steering committee as a formalized group, or even a 501(c)(3) nonprofit organization, would provide a mechanism for the long-term management and help ensure the sustainability of new food programs and initiatives arising from the Local Foods, Local Places process. Formalizing and expanding the steering committee could allow the group to pursue more funding, purchase property (such as the vacant lot next to Tower Park), and ensure overall accountability for, and management of, projects.

| Action 1.1: Determine roles to be filled, identify key stakeholders, and expand the steering committee | |
|---|---|
| What this is and why it is important | The first step towards building a group to manage combined food and revitalization projects long term is to determine what roles there are to be filled and find people willing to take on those responsibilities. The existing Local Foods, Local Places steering committee has room to expand to a wider range of community stakeholders. Identifying representatives from key stakeholder groups to join the committee would make the steering committee more representative of the Willard Hill neighborhood and expand its capacity to carry projects forward. Long term, this group could incorporate into a 501(c)(3) nonprofit organization with the ability to apply for grants, purchase property, and receive other such institutional benefits. |
| Measures of success | <ul style="list-style-type: none"> • The existing Local Foods, Local Places steering committee meets to identify needed roles for volunteers to take on and people and groups to approach about joining the committee. • The steering committee expands to include a wider range of community stakeholders and meets regularly. • The expanded steering committee becomes a 501(c)(3) organization. |

| Action 1.1: Determine roles to be filled, identify key stakeholders, and expand the steering committee | |
|---|--|
| Timeframe | <ul style="list-style-type: none"> • Short term (by first week of July) – the existing Local Foods, Local Places steering committee meets to identify roles and responsibilities. • Medium Term – Steering Committee is expanded. • Long Term – Steering Committee is formalized into a 501(c)(3) nonprofit organization. |
| Lead | <ul style="list-style-type: none"> • Existing Local Foods, Local Places steering committee |
| Supporting cast | <ul style="list-style-type: none"> • Kim Lamendola (New York Sustainable Agricultural Working Group) CCHN, Food Security Task Force. |
| Costs and/or resources needed | <ul style="list-style-type: none"> • Volunteer time from the committee • Venue for meeting and snacks |
| Possible funding sources | <ul style="list-style-type: none"> • N/A |

| Action 1.2: Continue the Local Foods, Local Places outreach effort. | |
|--|---|
| What this is and why it is important | <p>Despite extensive outreach leading up to the Local Foods, Local Places workshop, turnout was low. Further outreach in the Willard Hill neighborhood and to other stakeholder groups could help:</p> <ul style="list-style-type: none"> • Communicate the outcomes of the workshop and the goals of the project. • Solicit additional input and advice from those who were not able to attend. • Raise awareness of the resources needed to upgrade the park. • Recruit volunteers and committee members that represent a diverse range of stakeholder groups and neighborhood residents. |
| Measures of success | <ul style="list-style-type: none"> • All neighborhood households reached by door-to-door canvassing or door hangers (flyers) in the native language of the residents using context-appropriate phrasing. • The Local Food, Local Places steering committee has established lines of communication with neighborhood “street mayors.” • Outreach results in a group of volunteers willing to participate in the Local Foods, Local Places projects, a number of people volunteering to join to the steering committee, and a well-attended community meeting (about 25 people) [See Action 1.3]. |
| Timeframe | <ul style="list-style-type: none"> • Outreach effort completed by end of August, or early September 2017. |
| Lead | <ul style="list-style-type: none"> • Local Foods, Local Places steering committee |
| Supporting cast | <ul style="list-style-type: none"> • Boys & Girls Club • Jamestown Community College students • Summer park programs |
| Costs and/or resources needed | <ul style="list-style-type: none"> • Volunteer time • Money for printing materials |
| Possible funding sources | <ul style="list-style-type: none"> • Chautauqua Regional Community Foundation |

GOAL 2: Create a food distribution system in the Willard Hill neighborhood.

The Willard Hill neighborhood in Jamestown is low income, and many residents do not have access to cars or grocery stores and supermarkets within walking distance. As a result, many residents do not have immediate access to fresh food, and the only convenience store—George’s, located across the street from Tower Park—shuttered 10 years ago and was demolished in 2016. The Local Foods, Local Places workshop focused on strategies for addressing food insecurity in the neighborhood that would function outside of the formal food economy of grocery and convenience stores. Strategies discussed include planting a free-to-pick orchard or community garden in Tower Park that would provide fresh food to neighborhood residents. A mobile market tied to the downtown Jamestown Public Market could offer produce for sale at a convenient, accessible location in the park. A multi-use pavilion in the park could function as a site for selling and distributing food from the orchard, garden, and/or mobile market.

| Action 2.1: Look into regulations and ordinances for food distribution. | |
|--|--|
| What this is and why it is important | Complying with any regulations or ordinances relating to the growing, distribution, and selling of food in the Willard Hill neighborhood before launching a community garden, orchard, or mobile market would signify to city government that the Local Foods, Local Places steering committee is committed to making the programs work, ensure a successful launch, and set the new food programs up for long-term success. |
| Measures of success | <ul style="list-style-type: none"> • The steering committee has a clear understanding of any regulation or ordinance relating to food distribution in the park. • Any regulatory requirements are successfully met before programs are launched. |
| Timeframe | <ul style="list-style-type: none"> • Research site permitting requirements – by July 2017. • Compliance – by fall 2017 for food forest, and spring for the mobile food market. |
| Lead | <ul style="list-style-type: none"> • Existing Local Foods, Local Places steering committee |
| Supporting cast | <ul style="list-style-type: none"> • Legal Assistance of Western New York (LAWNY) (Amanda from the workshop is an intern) |
| Costs and/or resources needed | <ul style="list-style-type: none"> • Volunteer time • Legal advice |
| Possible funding sources | <ul style="list-style-type: none"> • LAWNY – pro bono legal representation and advice |

Action 2.2: Host a pop-up mobile market at Tower Park

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| What this is and why it is important | A pop-up mobile market at Tower Park would serve as the first step towards establishing a permanent place where food distribution can take place in Willard Hill. A pop-up market could take the form of an informal stall in the park from which fresh produce is sold. The Local Foods, Local Places steering committee has identified a source for affordable produce and has the equipment needed to transport food to the neighborhood and sell it in the park. An informal iteration of the mobile market would provide Willard Hill residents with access to fresh food while the infrastructure is put in place for the longer-term, more permanent mobile market. A pop-up market could offer a short-term solution to the lack of fresh food in the neighborhood and mark the launch of a long-term project to address food insecurity. |
| Measures of success | <ul style="list-style-type: none"> • One cucumber is sold as a symbolic start to food distribution services in the neighborhood. |
| Timeframe | <ul style="list-style-type: none"> • In tandem with the June 2018 opening of the farmers market to allow for adequate planning, community meetings, and work with City Council to prepare the way for the Mobile Market. |
| Lead | <ul style="list-style-type: none"> • Local Foods, Local Places steering committee |
| Supporting cast | <ul style="list-style-type: none"> • Tom Meara • Joshua Zeider-Weber • Volunteers (from the neighborhood meeting) • Jamestown Renaissance Corporation |
| Costs and/or resources needed | <ul style="list-style-type: none"> • Volunteer hours • Equipment: table, chairs, tent • Food |
| Possible funding sources | <ul style="list-style-type: none"> • Equipment: Jamestown Public Market • Food: Purchase from Climber |

Action 2.3: Get a design for the pavilion.

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|---|---|
| What this is and why it is important | A multi-purpose pavilion in Tower Park could serve as the site for food distribution and sales from the mobile market as well as a general community amenity for social and recreational activities, such as music performances or children’s birthday parties. A design for the pavilion is needed that would make it an ideal space for food sales as well as the various other potential uses. Some important key features include shade, electrical outlets, and lighting. The design for the pavilion would function as Phase I of the overall site design for Tower Park and would be integrated into the longer-term vision for the space, including creative approaches to the steep grading of the existing site. The pavilion could be designed to include environmentally sustainable features such as rain barrels or solar panels. |
| Measures of success | <ul style="list-style-type: none"> • A design for the Pavilion is developed and integrated with the site plan developed in Action 3.1. |

| Action 2.3: Get a design for the pavilion. | |
|---|---|
| Timeframe | <ul style="list-style-type: none"> September 2017 |
| Lead | <ul style="list-style-type: none"> Local Foods, Local Places steering committee, expanded to include new members from neighborhood outreach and neighborhood meeting (Actions 1.2 and 1.3) |
| Supporting cast | <ul style="list-style-type: none"> Chautauqua County Department of Health and Human Services City of Jamestown Stone & Leaf (Jason – Developer, Joe – Architect) |
| Costs and/or resources needed | <ul style="list-style-type: none"> Cost of design services |
| Possible funding sources | <ul style="list-style-type: none"> USDA Agricultural Marketing Service - Ron Batcher (Architect) can possibly do pavilion and site design pro bono <ul style="list-style-type: none"> Invite Ron to follow up calls to discuss scope and possibilities, provide him with topographical site maps or LiDar data New York State solar rebates Appalachian Regional Commission implementation grant Chautauqua Region Community Foundation Stone & Leaf |

| Action 2.4: Establish a community garden or orchard in Tower Park. | |
|---|---|
| What this is and why it is important | <p>Part of establishing a food distribution network in the Willard Hill neighborhood involves establishing a local source of fresh food. A free-to-pick orchard or community garden (eventually both) in the park would function not only as a food source but also as a way to revitalize and beautify the park. A garden or orchard would attract local residents and increase activity and vibrancy at the park, which could trigger increased interest in improving the park overall—both among neighborhood residents and city government leadership who could see the potential for community vitality at the site.</p> |
| Measures of success | <ul style="list-style-type: none"> The orchard or garden is planted. The orchard or garden is growing and produces edible fruit or vegetables. Neighborhood residents can eat the produce grown in the orchard or garden. |
| Timeframe | <ul style="list-style-type: none"> Planting: August, September 2017 (if permitted) First pick and distribution: October harvest of greens |
| Lead | <ul style="list-style-type: none"> Expanded Local Foods, Local Places steering committee (Josh to initiate) |
| Supporting cast | <ul style="list-style-type: none"> City Parks Department Board of Public Utilities Chautauqua Watershed Conservancy |

| Action 2.4: Establish a community garden or orchard in Tower Park. | |
|--|---|
| Costs and/or resources needed | <ul style="list-style-type: none"> • Volunteer time • Trees • Beds and soil • Seeds and plants • Tools • Water source |
| Possible funding sources | <ul style="list-style-type: none"> • Chris Mascelli has raised beds to donate • Mike’s Nursery – trees and plants • Mary Maxwell – tool shed |

GOAL 3: Upgrade Tower Park and the adjacent streets

Tower Park is a 1.2-acre, well-used park at the corner of Willard and Tower streets in the Willard Hill neighborhood of Jamestown. The park serves a community that is otherwise disconnected from recreational opportunities and from downtown. Tower Park is a city-owned property, managed by the Department of Parks, Recreation, & Conservation, but due to budget restraints, investment in and maintenance of the park are limited. The city maintains the grass at the park, but the playground equipment is outdated and dilapidated. No other amenities exist in the space. The park varies in grade, with sharp inclines in some places and a level area that is often used for informal sports games such as football. A fence along the boundary of the park is overgrown—including with poison ivy—along the Bartow Street edge. Upgrades to the park could transform the space into a cherished community asset. Due to the fiscal limitations of the Department of Parks, Recreation, & Conservation, any upgrades have a greater chance of implementation if there is a grassroots drive to raise funds. The Local Foods, Local Places steering committee, with the support of neighborhood residents, aims to acquire the funding and resources necessary to upgrade the park, including safety and infrastructure improvements to the adjacent streets—primarily Willard Street, which is high-speed thoroughfare into downtown.

| Action 3.1: Get a site plan for Tower Park. | |
|---|--|
| What this is and why it is important | <p>One of the first steps towards upgrading Tower Park is to turn the vision outlined during the Local Foods, Local Places workshop into a formal site plan. The site plan would address the needs of the community and challenges of the space, including the desire for upgraded playground equipment, a place to grow food, and a multi-use pavilion. The plan could have multiple phases, with an orchard and pavilion as an early phase, and later phases including bathrooms and safety and connectivity upgrades to adjacent streets. Developing a site plan could include some or all of the following steps: acquiring the original park blueprints (including plumbing, elevations, and boundaries), conducting a site assessment or environmental design study, holding a community design charrette, and hiring an architect or landscape architect to develop a holistic site plan. The level of complexity of the site plan will depend on the availability of funding and expertise for this action. The final site plan would consist of a body of information that guides the building and maintenance of upgrades to the park.</p> |

| Action 3.1: Get a site plan for Tower Park. | |
|---|--|
| Measures of success | <ul style="list-style-type: none"> • All key information relating to the site is assembled. • A design is developed and approved by City Council. • A compelling, community-based site plan is developed that includes a pavilion design and integrates the vision and input developed during the Local Foods, Local Places workshop. |
| Timeframe | <ul style="list-style-type: none"> • Phase I – Pavilion design by October 2017 • Phase II – Full site plan by April 2018 |
| Lead | <ul style="list-style-type: none"> • Extended Local Foods, Local Places steering committee |
| Supporting cast | <ul style="list-style-type: none"> • Stone & Leaf (Developer and architecture firm) • City officials and staff • Neighborhood residents • Possibly SUNY Buffalo students to help with data collection and design (using the Invest in Fresh Report as a foundation) |
| Costs and/or resources needed | <ul style="list-style-type: none"> • Cost of hiring a designer or landscape architect • Cost of any community outreach or engagement in the form of a charrette • Volunteer hours to collect all pertinent information |
| Possible funding sources | <ul style="list-style-type: none"> • Appalachian Regional Commission implementation grant • USDA Agricultural Marketing Service – Ron Batcher may be able to do site plan pro bono |

| Action 3.2: Launch a fundraising campaign to build and implement the site plan. | |
|---|--|
| What this is and why it is important | <p>The largest hurdle to overcome in revitalizing Tower Park is acquiring the necessary funding to implement the community’s vision. Sufficient funding is essential to build, install, and maintain the park’s physical features and support continued programming. A fundraising campaign would seek investment and support from public and private sources, including foundations, federal agencies, and private businesses and individuals, among others. One type of funding mechanism discussed during the workshop was sponsorships for different parts of the park (e.g., the pavilion or soccer field). All the information collected during the Local Foods, Local Places workshop, the site planning process, and the subsequent community engagement can be used to sell and promote the park revitalization concept and garner support.</p> |
| Measures of success | <ul style="list-style-type: none"> • The in-kind investment for the project is calculated as leverage for further grants and funding (Including value and hours of volunteer time, Local Foods, Local Places technical assistance, ARC implementation grants, USDA AMS site or pavilion design). • All money required to plan, build, and maintain the park upgrades is collected. |

| Action 3.2: Launch a fundraising campaign to build and implement the site plan. | |
|---|---|
| Timeframe | <ul style="list-style-type: none"> • Immediate: Local Foods, Local Places steering committee starts looking into funding options and planting seeds for future requests for donations. • September: launch of a formal campaign to coincide with the start of schools and colleges returning for fall semester. |
| Lead | <ul style="list-style-type: none"> • Extended Local Foods, Local Places steering committee |
| Supporting cast | <ul style="list-style-type: none"> • Jamestown Community College students (Hillary Hornyak) • City staff; Parks, Recreation, & Conservation Department • Neighborhood residents |
| Costs and/or resources needed | <ul style="list-style-type: none"> • Rough estimate of \$250,000 - \$300,000 as a goal <ul style="list-style-type: none"> ○ Lighting: \$20K, Bathroom: \$80K, Water: \$20K, Pavilion: \$100K, Electric: \$20K, playground equipment: \$50K ○ Have a designer estimate the cost – either Ron Batcher or Stone & Leaf |
| Possible funding sources | <ul style="list-style-type: none"> • Local foundations <ul style="list-style-type: none"> ○ Chautauqua Region Community Foundation ○ The Lenna Foundation ○ R.C. Sheldon Foundation ○ Gebbie Foundation ○ The Cummins Foundation • Federal <ul style="list-style-type: none"> ○ USDA Rural Development (James Walfrand) ○ Appalachian Regional Commission implementation grant and other programs • New York State funding for green infrastructure (solar) • Food and Security Nutrition Institute • Univera (Market) • UPMC Chautauqua • Playground upgrades and equipment: KaBoom⁶ and other resources identified in the Playworld 2015 Grant Guide⁷ |

⁶ KaBoom! “Grants.” <https://kaboom.org/grants>.

⁷ Playworld “Grants.” <https://playworld.com/grant-guide>.

| Action 3.3: Organize a launch event for the park renovation. | |
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| What this is and why it is important | This launch event is imagined as an event that takes place in 2018, once the major planning for the park upgrade has occurred—the pavilion and site are designed, the appropriate permissions and support are received, and funding is expected. The launch event will mark and celebrate the permanent commitment to park improvements. A public and visible launch with opportunities for residents to engage and interact will help connect and grow ownership and involvement in the park revitalization effort. The launch might take the form of a cleanup day, a day where raised beds are built for the community garden, a mural is painted or unveiled, food distribution begins, or the park name or signage is unveiled (having crowdsourced the name from the community). Extensive outreach for the event, including communication with street mayors, distribution of doorknob hangers, and door-to-door canvassing will help ensure neighborhood participation. The launch event could be the culmination of a series of earlier events such as the neighborhood meeting in the park (Action 1.3) and the pop-up mobile market (Action 2.2). |
| Measures of success | <ul style="list-style-type: none"> • Number of attendees. • Number of people signing up to volunteer with the effort. • Number of people willing to become champions for the effort and help plan future events. • Number of new people joining the steering committee. • The event is so successful that it ignites follow-up events and activities. |
| Timeframe | <ul style="list-style-type: none"> • June 2018: Groundbreaking • Fall 2018: Formal celebration of park upgrades |
| Lead | <ul style="list-style-type: none"> • Extended Local Foods, Local Places steering committee |
| Supporting cast | <ul style="list-style-type: none"> • Everyone – all hands on deck • See Natural Learning Initiative⁸ associated with North Carolina State University for design resources and ideas. |
| Costs and/or resources needed | <ul style="list-style-type: none"> • Will depend on the nature of the event, for example a mural painting and unveiling will require time and the cost of paint and art supplies. • Cost of playground equipment. • Cost of general construction and infrastructure. • Cost of events. |

⁸ Natural Learning Initiative. <https://naturalearning.org/>.

Action 3.3: Organize a launch event for the park renovation.

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| <p>Possible funding sources</p> | <ul style="list-style-type: none"> • Art/mural: Infinity, Active Artists Alliance • Playground Equipment: KaBoom or other playground grants; existing play equipment from Roger’s School (closed, equipment not being used) • Roger Tory Peterson Institute – soil data for the county, grants, and contributions • Chautauqua Regional Community Foundation – field of interest grants (\$200 - \$2000 small grants) • Sponsors • Local businesses |
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Action 3.4: Begin the process of improving walkability and connectivity on adjacent streets.

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| <p>What this is and why it is important</p> | <p>Willard Street is a high-speed thoroughfare into downtown that has no traffic calming infrastructure and is a major safety concern for residents of the neighborhood and users of the park. Young children walking to school and to the park are especially vulnerable. Community members want to be proactive about protecting people from high-speed vehicular traffic rather than wait until someone is hurt. Currently, no member of the Local Foods, Local Places steering committee is empowered or able to do any street, connectivity, or walkability intervention, so identifying and connecting to the appropriate government staff is important to kickstart the process. This action can include determining the ownership structure for the Willard, Tower, and Bartow streets rights of way and finding out who and how to engage on the topic of traffic calming, connectivity, and safety surrounding the park. Extending the Bush Elementary School signage and safety infrastructure farther down Willard Street could be an easy first step.</p> |
| <p>Measures of success</p> | <ul style="list-style-type: none"> • Ownership structure of the right of ways (state, federal, or both) is identified. • The Local Foods, Local Places steering committee gains the attention and support of appropriate government leadership who can change road infrastructure. • Speed and traffic counts are measured and speeds are reduced. • General awareness is raised among city government and neighborhood residents about the importance of slowing traffic on Willard street and pedestrian safety in the neighborhood in general. |
| <p>Timeframe</p> | <ul style="list-style-type: none"> • Starting immediately, ongoing |
| <p>Lead</p> | <ul style="list-style-type: none"> • Local Foods, Local Places steering committee |
| <p>Supporting cast</p> | <ul style="list-style-type: none"> • City Council • Department of Transportation (DOT) • Police department |

Action 3.4: Begin the process of improving walkability and connectivity on adjacent streets.

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| Costs and/or resources needed | <ul style="list-style-type: none"> • Infrastructure improvement will require high cost investment. • Outreach to key legislators and decision makers will require volunteer time, persistence, and perseverance. |
| Possible funding sources | <ul style="list-style-type: none"> • Department of Transportation (DOT) • Jamestown Board of Education |

Implementation and Next Steps

Three post-workshop conference calls were held during June, July and August 2017, following the workshop. The calls were held with the Local Foods, Local Places steering committee and a few additional stakeholders whose interest was cultivated during the workshop. They worked to refine the action plan and add clarifying language. Some of the key actions and post-workshop developments included the following:

- After the Local, Foods, Local Places workshop, several community members volunteered to join the expanded steering committee.
- In June 2017, the steering committee began the process of clarifying the regulatory environment for food growing and selling at the park site.
- On June 20, 2017, the Post-Journal (a local Jamestown news publication) ran an article entitled “*Collaboration to Improve City Park, Access To Fresh Foods*” about the upcoming changes at Tower Park and the role played by the Local Foods, Local Places program.⁹ The journalist showed a keen interest in keeping an eye on the project, and reporting on it as it evolves.
- A member of the local steering committee began the process of collecting and cultivating plant and food specimens for the edible forest and orchard.
- With the support of the Gebby Foundation, the local steering committee submitted a Consolidated Funding Application (CFA) for a three million dollar food hub project downtown. The project, which would retrofit a historic building downtown into a multi-use food hub, community kitchen, and indoor/outdoor farmers market, has priority consideration for funding because it was shortlisted for the Downtown Revitalization Initiative grant. The application was completed on July 27, 2017, and winners will be announced in December 2017.
- The local steering committee began conversations with representatives from the Creating Healthy Place program through the health department about collaboration on the Tower Park initiative.

Appalachian Regional Commission Implementation Assistance

The ARC is making available to each of the Local Foods, Local Places communities in its service area implementation funding assistance of up to \$20,000 per community. The funding is intended for specific actions identified in the workshop and post-workshop action planning effort. On the first post-workshop call, Sarah James with the Appalachian Regional Commission outlined a few key eligibility requirements and options for applying the funds:

- No match is required to be eligible for the ARC implantation grant.
- The grant can be used as a match for other funding opportunities.

⁹ The Post-Journal. “Collaboration to Improve City Park, Access to Fresh Foods”. www.post-journal.com/news/page-one/2017/06/collaboration-to-improve-city-park-access-to-fresh-foods. June 19, 2017.

Local Foods, Local Places Technical Assistance Workshop

- Eligible projects must be in line with the strategic vision of ARC—they must be related to economic development.
- The ARC funding could be applied to site design or implantation of the design such as planting the orchard or community garden (if linked to economic development potential for training and education).